



Among the Men who Work with Hand or Brain



Temperament a Vital Force in the Business World.

"He is the best salesman in the city." This remark was seconded by several of a group of coal men, who had drifted together on the street and were discussing the members of their craft. Every one was glad to pay tribute to the young man who at 27 had won a preeminent place for himself in the coal trade. Competitors might envy, but none would begrudge the result; all were interested in talking about the secret of it.

"Works like a steam engine," ventured one.

"Is a tip-top fellow," chimed in another.

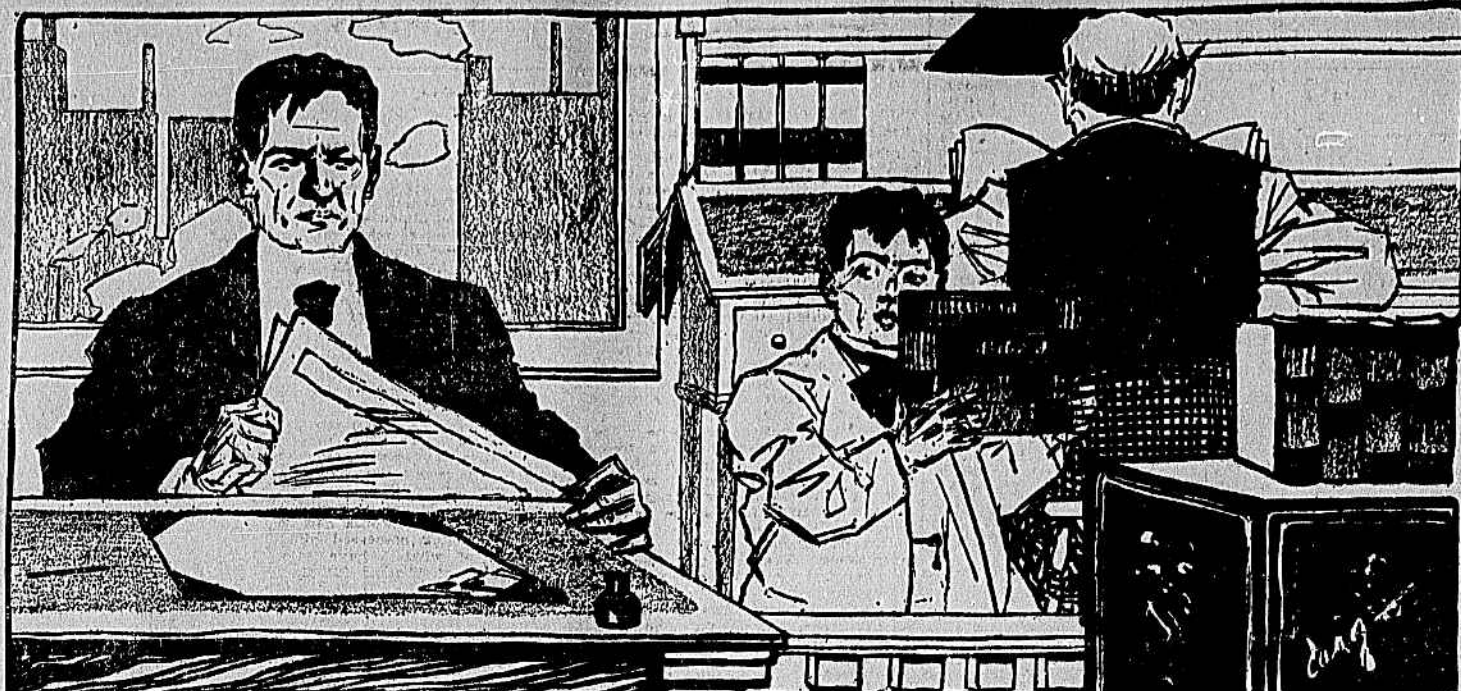
"Never disappoints his customer," said a third.

Other plausible reasons were offered, but every one felt them insufficient to explain so unique a success. Older men had possessed these same qualifications, separately and combined. There was, indeed, some individual secret about it. Presently an old timer spoke up, deliberately and gravely.

Secret of First Success.

"I have long studied that young man," he began, "and long wondered at him. We were in the same office together. His sales were large. In seasons of hard selling his work was phenomenal. If there was no demand he would create it, bring in orders for coal marked 'urgent' by the dealer, when the tracks were loaded with 'hold' stuff. There was a dash and daring about his operations which astonished and then attracted the average buyer."

"I remember one summer several years ago when 'hooking' was a 'drug,' he sold thousands of it about town. His method was a mystery, but we felt sure he was honest, and when the facts leaked out later, both a mystery and honesty were well founded. He had undertaken what no normal temperament would have ventured to do, or could have succeeded in doing. He had sold the



By John Benson.

coal, broadcast among dealers and manufacturers at mine prices on the specious plea that a large tonnage was being secured, large enough to influence a special rate to Chicago. Enough coal was sold, and the rate was secured. The beauty of his work consisted in the fact that he had made no assurances to any one, had won people over by his own contagious enthusiasm and belief. That is his secret—a subdued enthusiasm, which shines in his eyes and vibrates in his voice. It is a power extravagant not artificial, always subdued and effective.

Has the "Selling Temperament."

"One reason we had a bad run of coal. The stuff was below standard, but he sold it persistently. I never knew him to say it was good or mislead any one to believe so. Complaints rained into the office. People would come in loaded with resentment, and incoherence as it may seem, would go out at peace with the world after having bought some more coal. They seemed eager to deal with him, to feel in a vague sort of way that he could do them a great deal of good; and when they spoke to the fact of it, they could not blame the salesman. He had not induced them to buy in so many words; he had assumed they would buy as a matter of course, and that assumption seemed to be irresistible. In other words he had a selling temperament."

The story was characteristic. Every one recognized the brilliant young salesman in the old man's analysis of him. They had thought so themselves, but never quite understood it so clearly. It was a singular instance of a temperament suited to his work. There are many more instances of business careers being wrecked by unsuitable temperaments.

Man Who Needed to Fight.

A bright young fellow keeping records in an office made little progress. He was clear headed and alert, a manly, amiable disposition, whom every one liked and wished to aid. He worked hard. But somehow he accomplished little. His work fell behind. When his employers began to study him they observed that he was easily distracted by any commotion. If a fire engine passed by he was the first to reach a window, and it took him a long time to settle down after the excitement. His muscles were forever twitching, his legs forever shifting. The fellow was using up energy continually, to keep his energy down. It soon became evident that he had no bookkeeping temperament.

One day he told the boss he was going to quit; he could not stand it any longer.

"Stand what?" queried the boss.

"Reading in the papers about boxing—my muscles itch to get at it every time I read of a fight. I can't stay here any longer."

"But, Jack, that is a poor game in the end; it is hazardous, and after you fall in it no business wants to employ you."

"Can't help it. I am as hard as nails and have trained all my life. I have got to have a rap at somebody soon."

Remonstrance had no effect on him and he entered the ring. He was a clean boy, well kept, and made some money with the gloves. It was his temperament to fight, not to keep books.

Peril in Warring with Job.

There are clever accountants who have a gambling instinct. The steady routine of figures is congenial. They love to take chances. Figures are a stone wall to that sort of men; if there is anything certain in life it is figures. It is a mistake to think that such men are shiftless. They may have strong wills and do their work well. But it is never congenial. They should be in some business which depends upon chance tempered by judgment; mere gambling is no business.

The fellows who go wrong and "take a chance" with their employers' money are just the ones whose temperament is always at war with their trade. If they were in a legitimate business of chance their gambling instincts might be reasonably satisfied. Behind a set of books they grow restless and gamble for relief.

Some people are of the oversensitive sort. They cannot stand being jarred. In a business organization many separate wills cannot be expected to get along without friction. Rivalries will arise; preferences will be shown. Fairly or unfairly, one man will be promoted over another, one man will be favored over another. Under the stress of chance and business exigency such things cannot be avoided. A crop of soreheads results. They stand in their own light. Sometimes they make trouble and get themselves into trouble, all because they are not the people "whose blood and judgment are so well commingled that they are not a pipe for fortune's fingers to play what stop she please."

Case of Ruin by Sulk.

The story is told of a young man who had worked his way up to the head of an office in St. Paul, when a change of management occurred. A new manager was appointed and brought with him his office assistant. The young man was retained at his old pay in a slightly inferior capacity. His pride was hurt; he did nothing to aid the new chief in his work, sulked when he should have smiled. The manager was fair; warned him several times of his mistake, and finally offered him a place on the road for the good of all concerned. The foolish fellow fancied he was being plotted against—put out on the road to be rid of—and made himself and his employer so uncomfortable that dismissal resulted. It was the ruin of a capable man whose temperament was too sensitive for ordinary business.

The harmony and effectiveness of an organization depends much upon the temperament of its executive. The tendency to carp or find fault with the employees is fatal to

influence. Many an able leader has failed to carry out his plans because he could not control himself or inspire his men. The fussy man has no place at the head of a business.

This is a world of compromises, and there are people in it who never can adjust them-

Painting of Blackened Eyes; New Industry for Artists.

By Francis Delaney.

PAINTING OUT a black eye approaches realism in art so closely that the person ten feet from the painted eye cannot tell where the skin stops and the brush color begins. Incidentally, as the knowledge of the art has spread, a few victims of difficulties have appeared now and then to a few artists who may have been surprised themselves at an order, and then have experimented with the application of flesh colored paint.

But painting a blackened eye is not an easy thing for the average painter to do. There are varying degrees of blackness of the eye, there are varying positions for the settling of the pigment under the lids, there are variations in the protruding of the eyebrows, and in the shadow effects in an un-injured eye itself there are possibilities for the inexperienced artist's making the other eye stand out in whitened contrast worse than before.

All of this is suggestive of a new industry in the great cities—that of the artist studio which has for its one feature the elimination of the black eye in any and all of its stages.

One hundred blackened eyes every twenty-four hours in Chicago is a conservative police figure. At least 80 per cent of those receiving these distinguishing marks would be willing and able to pay, according to a sliding scale, to have them painted out. The range of prices would be according to the degree of humiliation which the disfigurement carried, together with the ability of the disfigured one to pay. There would be no line of caste drawn, either, as to the humiliation of the eye. The bruiser who might get "a colored lamp" unexpectedly from another pair of knuckles would be as sensitive to the disfigurement as any young society masher who didn't know the husband or brother was so close at hand and so quick at handing things out.

Millions in the Idea.

There are millions in the idea, active and potential.

From the artist point of view the blackened eye is a hard proposition. The man at the palette may mix his "flesh color" as he sees it in the face of the man of the ornate lamp, but the first application of the brush

solves to them. They are the overscrupulous sort. Men killed in their own trade often sport their usefulness by a narrow absorption in it.

Adjust Yourself to Win.

After the formation of a certain combine of product interests at Pittsburg a well known auditor was appointed to reduce to uniformity the individual accounting systems which had been in use. He was a mathematical problem, and he was an expert at figures. But he made a mess of the undertaking. To his mind figures were all there was to business, and to compromise in the least with his pet methods seemed unthinkable. The various heads of the office, he sought to reform were valuable men in their way—able salesmen, etc.—who were not always modern in their bookkeeping methods. Like all of human nature, they prized themselves on the things they were least proficient in doing, and resented some of the minor improvements made in the accounting. It seemed a case of safeguarding essentials by tactfully yielding on minor points, but to the auditor's notion such compromises were a breach of that fine spun logic—the harmony of figures—in which he had been reared, all forgetful of the more essential harmony of facts. There resulted friction with the heads, and the auditor was recalled.

In life insurance service temperament plays so large a rôle that it is a decisive qualification for an agent. If his temperament is not proof against the uncertainties, sudden successes, and protracted periods of failure incident to life soliciting it is useless to venture in the business. His other abilities will not avail him.

Whatever may be said about the fitness of temperament for this or that occupation, it is true of them all that cheerfulness wins and the low spirited lose in the race for success.

Pay Roll of Modern Factory Exacts Ceaseless Vigilance.

By A. G. Hunter.

THE task of getting out a pay roll for 5,000 or 10,000 people is not the simplest in the world. It is a particularly big job in a manufacturing plant where, for purposes of accounting, it is necessary to handle the time of workmen in several forms. To get each man's pay receipt to him at the proper time and the amount of pay correct in each case calls for pretty careful organization and system. Yet the thing is done in a great many factories, week after week, and the feat does not excite comment even among those in closest touch.

There are few big shops nowadays that do not keep a pretty close scrutiny on the time of the individual workman. The time is kept when a man can step into the shop, work all day at his bench or machine, and go out at night leaving only a record of the total hours worked. For shop work is now pretty generally conducted on specific shop orders.

Results Must Be Recorded.

This makes it imperative for every workman to leave behind, at the end of his day's work, a record of what he has done as well as the total hours he has worked. Many schemes have been devised to do this, of which the most practical has proved to be through a system of time tickets. These tickets form the basis of pay roll work in such a factory.

In nearly all of the big firms some kind of time registers have been installed for the establishment and check of the employee's time. Through the system of time tickets this time is divided into as many parts as the workmen spend on different classes of work. In the big plant where a variety of manufacture is carried on the number of tickets will be necessarily large. In factories where from 5,000 to 10,000 report for work from 20,000 to 40,000 of these tickets will be used each week. Each ticket has to be handled individually in the pay roll department, for it constitutes the basis upon which the workman is paid.

Pay Roll Requires Much Work.

The gathering of data and getting them into convenient form for use is the biggest part of the work connected with arranging the pay roll. The starting and checking of the "day work" time records, the rating, checking, extending, and entering of the "piece work" credits, the adjusting of accounts of new employees, and the scrutiny of the clock records to prevent shortages in pay, are the things which occupy the bulk of the time of the clerks of the pay roll department. This part of the work having been done, the actual work of figuring the roll is a simple matter. The pay roll department, above all others, is a place where things must be kept moving. Work must not be allowed to pile up on any clerk. He must finish today's work today, for with tomorrow will come a fresh lot of business just as important.

Where employees are paid every week it has been found most practicable, in the larger firms, not to pay all on the same day. The task of handling out 10,000 pay envelopes, one by one, would alone be too much for one day. The roll is divided into sections, usually one for each day, or, better still, to suit the conditions of the factory and convenience of the pay roll department and paymasters. In this way the work is made to run smoothly.

Files Must Be Up to Date.

In addition to the work of arranging for the payment of wages, the modern pay roll department must maintain a great mass of records. This department is official keeper of nearly every record which the firm maintains in connection with its employees. And upon the successful keeping of these records depends, to a great extent, the general efficiency of the department as a whole.

One of the biggest jobs in connection with pay roll records and one which calls for a cool head is keeping the list of employees up to date. The taking out of names of employees who have left and the entering of new ones is of the utmost importance. Blackness in this work soon causes an overcrowding and is sure to work havoc in the system. It may be interesting to know that actual observation in a plant where 8,000 employees are registered has shown that an average of thirty to fifty leave every day. This, of course, is a small percentage, and is only an indication of the conditions in every firm of the size, but when we consider that in order to maintain the shop to its full capacity a new employee must be taken on for every one that leaves it is easy

to see that the work of keeping the files up to date is quite complicated and extensive.

Inaccuracies Cause Trouble.

The pay roll department finds another cause for the most careful labor in the handling of employee's rates. Above all things else accuracy is required, for the really "ticklish" spot in every man's anatomy is that which has to do with his wages. Nothing will breed dissatisfaction and a desire to "quit" among shopmen so much as to have errors occur in their pay.

There are some petty annoyances outside the possible errors which have to be adjusted with more or less "red tape," which can scarcely be classified as part of the regular routine of the pay roll department, but which that department has to put up with. Prominent among these is a request for wages before pay day. This is particularly annoying just before a holiday. I have seen as many as 200 men call at the pay roll department on such occasions.

Errors Will Slip Through.

The pay roll department more than any other is a place where a high class of work is necessary. Errors here must be reduced to a minimum. A few are bound to slip through, but the scarcity of them in the well organized department is almost amazing. Every step of the work is carefully checked, and it should be, for it deals with one of the most important of all the details of the business. The employee insists upon and is entitled to every cent due him, while the employer, on the other hand, is just as firm in his demands that there shall be no overpayments. This department is really the connecting link between employer and employee, and is as responsible to the one as to the other. It calls for careful management, but when conducted on systematic principles becomes an interesting place to work. Pay roll work has been revolutionized within the last decade through the introduction and application of improved office appliances, such as time registers, comptometers, the addressograph, and the like, and a trustworthy boy can now do to better advantage the work that formerly required the services of three men.

Office Boy Is Now a Boss; Will Not Be in the Future.

By William W. Hiscox.

WILL the office boy of yesterday or today be the proprietor of tomorrow?

Judging from the present dimensions of the office, experienced by business men to get and retain satisfactory office boys the answer is "No!" The supply of good office boys seems to be exhausted. There are plenty of boys, but not of the right stock. Occasionally here and there may be found an exception.

The proprietors of today, who were the office boys of yesterday, invariably came from the farm or small town, where they were trained to do work willingly and labor long hours. Fresh air, plain diet, and example of industry and frugality as set by his parents gave the country boy a strong constitution and a determination worth more than capital in the fast growing cities. No work was too hard for him, no hours too long. He was at the store or office before the proprietor arrived. The country boy was glad of an opportunity to work extra time for the experience it gave him, and in doing so he never thought of overtime pay. The experience was the valued thing desired, not a few paltry dollars. Often the boy worked merely for his clothes and board, and was thankful for the opportunity given him to learn a business.

Conditions Have Changed.

Conditions in the country twenty-five years ago were different from now. Large families and a scarcity of money compelled the boys to leave the farm at an early age and seek employment in the cities. By training and example they had laid the foundation for business success.

With the introduction of labor saving machinery and the consequent growth and profits of the farms, the farmers began accumulating sufficient money to send their sons to college and educate them for a professional life. The conditions of prosperity still prevail in the country, and the best blood of the farming

communities is being trained for the professions. Commercial pursuits are the losers thereby.

Not all country boys, however, go to college. There are a few left who straggle into the city, glad of an opportunity and chance to work. But after they get here they are confronted by a law that prohibits boys under 16 years of age being employed longer than eight hours a day. It matters not how strong, how energetic, or how willing they are to do whatever is asked of them, they are handicapped by law. Unable to work off the surplus energy of youth in learning the business in which they are engaged, they expend the extra time as they please. This "time as you please" usually means to a boy bad company, bad habits, and later a victim to many temptations which do not exist in the country town from whence he came.

City Bred Boy Is Spoiled.

The boys over 16 years of age who come from the country usually consider themselves too large (and country boys at 16 are large for their age) for office work, and invariably enter the trades, where more money is offered them at the start. Thus, the supply of country boys for office work positions has been almost entirely cut off.

In place of the sincere country lad the city bred boy is now a fixture of the office. His training and surroundings are entirely different from his country cousin. Living in a steam heated flat, having no wood to saw or shavings to split, the city lad has had for energetic work. When his parents decide that their boy has reached an age to contribute a share of the living expenses, he reluctantly inquires for work, and looks for the easiest job in sight. Opportunity is no incentive. The city boy wants as high wages as he can get, with

the shortest number of hours. He objects to sweeping out the office, staying a few minutes overtime, or doing anything that he is not absolutely obliged to do in order to draw his pay. When the proprietor wants him he can't find him; he may be chasing a fire or playing craps in the alley back of the office. It is strange—and sad, too—how often his relatives die and he is away to attend the funeral. Stormy days awe the city boy, or else he is kept at home by his fond mother for fear he may catch cold. These bad habits, as enumerated, with many others too numerous to mention, are handicapping the city office boy in his struggle for success.

Office Boys Grow Scarce.

Good, indifferent, or bad, it is a fact that office boys are scarce. One reason, perhaps, is because general prosperity has enabled the parents to keep their sons in school until they pass the office boy age; another reason is the law preventing boys under 16 years of age working longer than eight hours. And still another reason is that the employment agencies do not make a special effort to supply this line of help. Only once a year is there a surplus of boys, and that is in summer, when pupils out of school desire work during the vacation. However sincere the summer office boy may be in his expressions, on accepting the job, that he intends to remain permanently, it somehow happens that along about the 1st of September many of them lose interest in their work and quit in time to resume their schooling. Two months are sufficient to show the summer city boy that working at \$4 a week is no security, and that they are expected to earn every cent they get in the weekly pay envelope.

Naturally, if boys are not obtainable, other persons must be substituted for office work. In most cases girls are being trained for the

positions. The substitution of girls is made possible because of the offices in large buildings being cleaned by the janitors, thus doing away with the heretofore disagreeable feature of the work. Again, girls 16 and over will work for a dollar less than boys of the same age.

Girls Becoming Office "Boys."

Another reason why so many young girls are employed in offices is that there is a large army of them glad to have such an opportunity. The hours are shorter than in a factory or store, the work lighter, and the chances of meeting young men with marrying intentions are much better. Economical reasons also compel a larger percentage of girls than boys to begin toll early. They come from respectable but poor families, where all the surplus money is expended on the education of the sons, and the daughters are put to work. At any rate, the girls prove themselves quick and willing, and can be depended on to do what is expected of them. In a few offices old men who have met with financial reverses fill the position of office boy.

Whether office work is being performed by girls or old men, the fact remains that boys are scarce. In future years anthropologists will not have occasion to record that the successful merchant started his business career by sweeping the office floor and cleaning the windows.

Then, where can we look for the proprietor of tomorrow, if by force of circumstances the few office boys now at work are not of the right material? Perhaps the business schools will turn out graduates better equipped for rapid promotion in mercantile lines. Yet any method of developing material which does away with the hard work, the rough knocks, and the long hours, will be lacking in many valuable qualities which helped build and perfected the character and success of many of the present day proprietors.

Don't All Result from Fighting.

Five dollars an eye may be considered as a fair average price for an optical lens at the hands of an artist. Ten dollars ought to be easy enough in hundreds of cases, while \$25 in a ripened emergency isn't impossible. The man who would not pay \$2.50 for a bit of one coat work naturally would be a man who had no regard for appearances in any way.

Most people without experience of black eyes attach undue importance to the condition. The average person of any age or sex, seeing any other possible personage wearing a "lamp" of any shade or tint, jumps at once to the conclusion that somebody has "handled him one."

As a matter of fact, a black eye may result from an almost unnoticed sudden bump received upon the forehead or nose. The blood settles easily under the eye and as persistently it refuses to move on. Because of this fact and because of the popular opinion regarding the black eye, no man especially can wear one in public without feeling the humiliation of it. To the extent that a man is well dressed and does not look the part of a fighter the public seems agreed that he is some masher who "got what was coming." In the sense that he may appear a rounder, handy with the gloves, the eye still more is a source of discomfort and humiliation. The man who is nearly "pretty" and doesn't want to appear out of condition may pay more freely for the hiding of the blemish than any other.